
From: Cordish, Reed S. EOP/WHO
Sent: Sunday, April 2, 2017 2:33 PM EDT
To: IP; Passantino, Stefan C. EOP/WHO
CC: Kushner, Jared C. EOP/WHO; Berkowitz, Avrahm J. EOP/WHO
Subject: RE: VA And Apple

Ike and I had a great conversation and are on the same-page.

From: Cordish, Reed S. EOP/WHO
Sent: Sunday, April 2, 2017 1:13 PM
To: 'IP' <i [Privacy] [REDACTED]>; Passantino, Stefan C. EOP/WHO <Stefan.C.Passantino@who.eop.gov>
Cc: Kushner, Jared C. EOP/WHO <jck@who.eop.gov>; Berkowitz, Avrahm J. EOP/WHO <avi@who.eop.gov>
Subject: RE: VA And Apple

Call me anytime

From: IP [mailto:i [Privacy] [REDACTED]]
Sent: Sunday, April 2, 2017 1:08 PM
To: Cordish, Reed S. EOP/WHO <Reed.S.Cordish@who.eop.gov>; Passantino, Stefan C. EOP/WHO <Stefan.C.Passantino@who.eop.gov>
Cc: Kushner, Jared C. EOP/WHO <jck@who.eop.gov>; Berkowitz, Avrahm J. EOP/WHO <avi@who.eop.gov>
Subject: RE: VA And Apple

Reed,

Thanks for your email and especially the thoughts on FACA. The good news is that we have been advised that FACA does not apply because we are not a formal group in any way. I have identified, as I mentioned, the brightest medical minds in medical system operations. Each of those people (in their individual capacity) is willing to give of their personal time for the betterment of the VA when requested by the VA. And each of these people has been willing to provide advice to the Secretary when he reaches out to any one of them. I have an understanding of their individual views and could fill you in when we speak since it isn't practical to continue debating any of this on email.

Ike

From: Cordish, Reed S. EOP/WHO [mailto:Reed.S.Cordish@who.eop.gov]
Sent: Sunday, April 02, 2017 11:17 AM
To: IP; Passantino, Stefan C. EOP/WHO
Cc: Kushner, Jared C. EOP/WHO; Berkowitz, Avrahm J. EOP/WHO
Subject: RE: VA And Apple

Ike, you expressed concern in our call the other day that “we were just posing for pictures” in this WH but in the below you seem concerned that we are engaged.

You are concerned that we are not communicating but please consider that I do not receive updates from your team.

Please keep in mind that I have nothing but the utmost respect for what you are doing and that I know this is a life-and-death topic. But to do what you outlined below you will need to form a FACA group. One is being formed on Infrastructure. Please have your attorney reach out to WH Counsel Stefan Passantino (copied) to start that process. I have interjected a few thoughts into your email below:

From: IP [mailto:] Privacy

Sent: Sunday, April 2, 2017 10:16 AM

To: Cordish, Reed S. EOP/WHO <Reed.S.Cordish@who.eop.gov>

Cc: Kushner, Jared C. EOP/WHO <jck@who.eop.gov>; Berkowitz, Avrahm J. EOP/WHO <avi@who.eop.gov>

Subject: RE: VA And Apple

Reed,

My email to Haley on Thursday expressed my frustration and displeasure in learning about activity and decisions concerning issues at the VA in a separate and invisible parallel effort. Regrettably, your response to my email that “Haley has been working but not communicating” not only fails to recognize or explain the issue, but merely highlights the very fundamental problem that is so troubling. While a lack of communication has certainly exacerbated the problem, the mere fact that there has been any activity or decision without first coordinating that activity with our team before taking any action is the problem. Simply offering to communicate better solves very little. I AGREE, THAT WAS MY POINT, LACK OF COMMUNICATION. I WAS FOCUSED ON CHANGE MOVING FORWARD NOT GOING BACKWARD. In your and Haley’s first meeting in the West Wing with Marc Sherman it was clear and agreed that Haley would be the liaison between our expert team and the White House and provide her IT counsel to our team related to our initiatives (not as an invisible, parallel effort). In addition, the White House was to be available to assist our team with executive and legislative clout when requested (not conduct an invisible, parallel effort), a three-pronged approach, if you recall. This is the program I reported to the President and the go-ahead we received.

The essential problem at the VA is that 22 veterans die every day and the system of care and access to care is in need of repair. This is a medical issue and medical delivery problem. In order to fix the VA, these medical problems must first be defined and fixed. All other issues, like IT, are a function of the determined fix to the medical issues and medical delivery problems.

To transform the VA into the best of class, I assembled a team that includes the best and brightest minds in the academic medical community. The restructuring efforts on which we embark are informed by the advice and participation of those great medical minds. Parallel (and invisible to us) IT efforts are not connected to what the medical minds decide are the

problem or the fix and are frustrating the IT solution that deals with the medical issues. It is also spending the valuable time of volunteers and delaying the best care that our veterans deserve.

Your email to me underscores this problem. You say that:

- “[Halley’s] efforts have been focused with the VA on ensuring that an EHMP is completed above their health records so that the medical records can be pulled into an Apple device. The EHMP work is in process and is a necessity for Apple to then come in and provide its services,” and
- “There is a call on Monday with Apple, the VA, and Haley to review the...status of the EHMP work...[and] to confirm Apple job scope which includes portability of health records / data from VA to Apple products; VA technical changes to how to allow VA workers to use Apple products; (and potentially portability of health records / data to non-VA medical facilities.”

However, it is not possible to design an EHMP system or integrate the system with an Apple device until you know how the medical experts are going to change the medical delivery system and how they advise a device should be utilized in the medical delivery system. The academic medical experts on our team are assisting the VA in designing a sophisticated system of community care through a public-private delivery system. They are formulating that system and its inner workings, the creation of which will dictate the Integration and interoperability of records. Neither Haley nor Apple can define a scope or product use without consulting with our group on how veteran’s records used in the private sector will get integrated into the portable record and back to the VA. **RIGHT NOW THERE IS NO MEDICAL DELIVERY SYSTEM THAT CAN ACCESS THE MEDICAL RECORDS. THE EHMP MUST BE COMPLETED TO ALLOW ANY SUCH PRODUCT TO EXTRAPOLATE THE DATA.**

You mention in your email telehealth. Our team of medical experts are working on a telehealth initiative and delivered a draft Executive Order to the President...while you are working with the DEA and DOJ, without the courtesy of advising us, which could have tremendous implications on the wording or, worse yet, the prudence of an Executive Order in the first place. This parallel path as well creates the potential for embarrassment for the President and wasted invaluable time that our veterans can ill afford. **THIS EO (WHICH IS LIKELY TO BE PART OF A LARGER VA EO) WILL 100% GO THROUGH DOJ AND DEA. IT MAY OR MAY NOT BE POSSIBLE FOR THE PRESIDENT TO SLAM THROUGH AN EO AGAINST THEIR WISHES HOWEVER IT IS FAR BETTER FOR THE PRESIDENT TO REACH CONSENSUS. KEEP IN MIND THERE ARE OVER 50,000 PEOPLE PER YEAR DYING FROM DRUG OVERDOSES MUCH OF WHICH IS LINKED TO THE OVER-SUBSCRIBING OF OPIOIDS. DEA AND DOJ (I BELIEVE INCORRECTLY) VIEW TELEHEALTH AS A LESSENING OF CONTROL.**

Lastly, you discuss your parallel meeting on a Military Wellness program which you apparently already brought in which you believe focuses on preventative medicine. The program that you are touting however is surrounded by rumors that are less than flattering. Moreover, our team’s academic medical experts are already assisting in the active development of a wellness program for the VA and their views will prevail. Those experts have already assembled the working parts of a wellness program and the seamless integration with

active service members and family. There is no need to have a parallel side effort that is not integrated into the agreed program. Again, the problem is not about communication. THE MILITARY WELLNESS INITIATIVE HAS BEEN LAUDED IN EVERY REVIEW, AND BY THE VA, AND VSO'S. IT IS IN PLACE, THE VA CAN DECIDE TO AMPLIFY ITS EFFORTS OR NOT. IT WOULD IN NO WAY PREVENT THE VA FROM HAVING A MAJOR WELLNESS INITIATIVE OF ITS OWN; IT IS SUPPLEMENTAL. I DO NOT HAVE AN OPINION AS TO WHETHER IT SHOULD BE AMPLIFIED, IT IS SOMETHING FOR THE VA TO DETERMINE.

I had an employee a few years back that meant well but thought that there was an "I" in team. His work for the company created value and profits for the company at various times, however, in spite of those benefits, I advised him that his way was not working and he should find something else that better met his style. I HAD A FEW OF THEM WITH MY 15,000 EMPLOYEES AS WELL!

With all this considered, I think that Haley is a smart woman that could provide the VA IT experience and benefits, my way...not as a renegade player. I am willing to work with her as a team player on our team. The expert team that I assembled and is sanctioned by the President will be proceeding with its efforts as planned. All other parallel efforts should stand down. Haley can participate as part of that team, not outside of that team or its efforts or its direction. As agreed on day one, the White House can participate by providing executive and administrative assistance, when requested by our expert team. We will arrange and conduct discussions with Apple (in which Haley should participate if done within the confines of the expert team). We will work with design and implementation of a wellness program and we will decide on the proper way to integrate an EMR system, with Haley's team participation if agreed. Any items that relate to the transformation of the VA must be funneled through and managed by the expert team and should be coordinated with Dr. Moskowitz and Marc Sherman. SHE CANNOT REPORT TO NON-GOVERNMENT PEOPLE.

Let me know if you have any questions. AS I EMAILED SOME OF THE BIGGEST ISSUES FOR THE VA RIGHT NOW ARE LEGISLATIVE. THE ACCOUNTABILITY ACT, THE EXTENSION OF THE CHOICE ACT, THE CHOICE REFORM ACT (AND THE CORRESPONDING BUDGET ISSUES RAISED BY ALLOWING CHOICE)

Ike

From: Cordish, Reed S. EOP/WHO [<mailto:Reed.S.Cordish@who.eop.gov>]

Sent: Friday, March 31, 2017 6:03 PM

To: IP; Kushner, Jared C. EOP/WHO

Cc: Berkowitz, Avrahm J. EOP/WHO; Cordish, Reed S. EOP/WHO

Subject: RE: VA And Apple

As we discussed it seems like Haley has been working but not communicating. Her efforts have been focused with the VA on ensuring that an EHMP is completed above their health records so that the medical records can be pulled into an Apple device. The EHMP work is in process and is a necessity for Apple to then come in and provide its services. There is a call on Monday with Apple, the VA, and Haley to review the following:

1. Status of the EHMP work
2. to find a legal mechanism to allow for 3 month tour of duty from Apple engineers with the employees staying on Apple payroll. This is being investigated by USDS lawyers and the VA.
3. To work through an NDA / conflict waiver which is a necessary legal document.
4. To confirm Apple job scope which includes portability of health records / data from VA to Apple products; VA technical changes to how to allow VA workers to use Apple products; (and potentially portability of health records / data to non-VA medical facilities.)

I believe we should then schedule a call for mid next week with Ike, appropriate members of Ike's team, the VA, Apple and Haley/myself to ensure we are on same page (I can coordinate the call). I think we should allow Haley an opportunity to reset and to act as a true overall project manager where we allow her to coordinate. She should communicate with Ike and his designee consistently and she should professionally coordinate the team, get everyone working together, and show us progress. I believe she will do a great job, and we will know quickly if she does not.

As everyone knows huge other hot items at VA in the works right now including Accountability (legislation and EO), Choice Reform Act extension and reform; telehealth (working through the issue with DOJ and DEA; hard to just slam it through if they oppose but based on meeting today with VA/DOJ/DEA I believe we can get them there in next two weeks. Ike, I can explain in detail when we next talk but having been through this with the Opioid EO this week we should see if we can get DEA / DOJ on board).

Different subject, Ike would also like your advice on NIH and the idea (I think your idea?) to create a profit sharing program with our grants. Love this idea.

Yours truly,

Reed

P.S. I need to update you on very exciting meeting on a Military Wellness program which we brought in; focuses on preventative medicine and is working for over 20,000 vets currently. Readily scalable.

Reed S. Cordish

Assistant to the President

For Intragovernmental and Technology Initiatives

202.456.8410 (Direct)
Reed.S.Cordish@who.eop.gov

From: IP [mailto: [redacted] Privacy]
Sent: Friday, March 31, 2017 12:05 AM
To: Kushner, Jared C. EOP/WHO <jck@who.eop.gov>
Cc: Cordish, Reed S. EOP/WHO <Reed.S.Cordish@who.eop.gov>; Berkowitz, Avrahm J. EOP/WHO <avi@who.eop.gov>
Subject: FW: VA And Apple

Jared,

As you know Ivanka introduced me to Tim Cook at Apple and Alex Gorsky at Johnson & Johnson. Ours Academic team and experts have worked so well with them and their teams. What Halley has done here is really outrageous. She may be very good in social media, but this an entirely different and very complicated area.

We will fix this.

All my Best,

Ike

From: IP [mailto: [redacted] Privacy]
Sent: Thursday, March 30, 2017 11:56 PM
To: Haley L VanDyck@omb.eop.gov
Cc: Reed.S.Cordish@who.eop.gov; [redacted] Privacy; [redacted] Privacy
[redacted] Privacy
Subject: FW: VA And Apple

Haley,

With all due respect, I am shocked and extremely disappointed with the manner in which you have engaged in individual communications with Apple - and intentionally excluded our broader team of subject matter experts. I understand that these backdoor discussions have apparently been occurring almost daily for weeks, and you have not told anyone and refuse to return phone calls and emails.

When we first met on February 7th, I personally shared with you our vision and goals and explained that it is critical that everything we do must be done as a team.

The very purpose of our Academic team, Dr. Moskowitz, and Marc Sherman is to ensure proper analysis, sharing of best practices, and provide a forum for discussion, debate, and ultimately the strongest collective decisions/recommendations.

You agreed then, but your actions to date regarding Apple prove otherwise.

When I spoke with Tim Cook on February 1st we discussed and agreed on the importance of leveraging our Academic team and experts for the end goal of creating the best system for our veterans. Further on our Apple conference call on March 3rd - which we invited you and Reed to join - we again discussed and all agreed that for us to be successful and fix all the issues that our great veterans are going through on a daily basis, we must all unite and work as one team, with only one agenda and one goal.

What we are seeing from you today is a blatant disregard for that commitment and clear disrespect to everyone involved. You are putting yourself, your own agenda, and your own ego ahead of our veterans. This is unacceptable. There are 22 veterans dying every day. Your decision to alone discuss IT and technology solutions with Apple for weeks without the broader team of experts and not informing me and Dr. Moskowitz is major step backwards and will only cause additional work and significant delays. As a result of your hijacking of this effort, Apple has already canceled conference calls.

In fact, many of the current problems with the VA is because of this very reason - the lack of team work within. Let me be clear, I will not allow this to happen while I am involved.

I want this resolved immediately. First, you must include Dr. Moskowitz and Marc Sherman on any and all calls or meetings. Additionally, I will formally ask you again to please respect me and our broader group of subject matter experts, and immediately cease individual discussions with Apple and/or any other parties related to the work we have undertaken regarding the VA.

Ike

-----Original Message-----

From: Van Dyck, Haley L. EOP/OMB [mailto:Haley_L_VanDyck@omb.eop.gov]

Sent: Thursday, March 30, 2017 6:48 PM

To: Bruce Moskowitz

Cc: Cordish, Reed S. EOP/WHO; IP; [m](#) Privacy

Subject: Re: VA And Apple

Hey team! We're making great progress, which I'm excited to fill you in on. Will send you more info when I get out of these back-to-back mtgs and will give you a ring back Ike!

Thanks!

H

> On Mar 30, 2017, at 6:49 AM, Bruce Moskowitz <[b](#) Privacy wrote:

>


> In the last email exchange i was supposed to receive information on your interaction with Apple so that we could rapidly obtain needed technology from our Academic Center Consortium upcoming discussion with Apple. I realize there are multiple technology issues on everyone's desk however we have medical emergencies daily at the VA that can only be solved by rapid deployment of new technology. I am available 24-7 by phone 561- [Privacy](#) Thank you

>

> Sent from my iPad

> Bruce Moskowitz M.D.

-----Original Message-----

From: Bruce Moskowitz [<mailto:bj>] 

Sent: Tuesday, March 28, 2017 11:41 AM

To: Reed.S.Cordish@who.eop.gov; [Haley L VanDyck@omb.eop.gov](mailto:Haley.L.VanDyck@omb.eop.gov)

Cc: IP

Subject: VA And Apple

It would be of benefit to discuss what we can accomplish in technology with Apple for the benefit of the VA. It would be of importance to understand what discussions the Whitehouse team has already had with Apple so that we have a clear path forward and do not duplicate what has already been accomplished. Let me know a convenient time to talk. Thank you

Sent from my iPad

Bruce Moskowitz M.D.

From: Kushner, Jared C. EOP/WHO
Sent: Friday, March 17, 2017 10:03 AM EDT
To: IP
CC: I [Privacy] Berkowitz, Avrahm J. EOP/WHO; Cordish, Reed S. EOP/WHO
Subject: RE: Agenda - VA progress
Attachments: President Trump Agenda 031817 (3).pdf

Great – he is excited for your dinner together!

From: IP [mailto:IP] [Privacy]
Sent: Thursday, March 16, 2017 6:11 PM
To: Kushner, Jared C. EOP/WHO <jck@who.eop.gov>
CC: I [Privacy] Berkowitz, Avrahm J. EOP/WHO <avi@who.eop.gov>
Subject: Agenda - VA progress

Jared,

We are planning to meet with the President this weekend to bring him up to speed on the progress that has been made at the VA since January 20, as well as the work still to be done. We have prepared an agenda for that meeting to help guide the discussion and identify the specifics of the progress and future.

Attached is the agenda for your review and to give you the same update. Let us know if you would like to discuss any or all of the items on the agenda, or if it self-explanatory.

Best,

Laurie and Ike

AGENDA

SATURDAY, MARCH 18, 2017 |

Attendees:

President Trump

Laurie and Ike Perlmutter | Bruce Moskowitz | Marc Sherman

I. STRATEGIC PLAN ACCOMPLISHMENTS TO DATE [THE FIRST 57 DAYS]

1. **Employee Accountability** - An Accountability Bill so that we can remove bad employees has been marked up and making its way to the House floor on 3/14/17
2. **Public/Private Partnership (VA CHOICE Expansion)**
 - a. Current Choice to expire on Aug. 7, 2017.
 - b. McCain and Roe are sponsoring legislation to extend the Choice program.
 - c. VA is completing economic modeling on ways to eliminate the 40 mile/30 day wait time regulations and replace them with an allowance for and expanded of private sector..
3. **Telemedicine** - An executive order has been prepared to expand the ability of VA to unlock geographical constraints by delivering national healthcare to Veterans' homes through telehealth services.
4. **Suicide Prevention**
 - a. VA has expanded urgent mental healthcare services to other than honorably discharged veterans. This is estimated to immediately impact 500,000 veterans in need.
 - b. VA is scheduling a meeting with Secretary Mattis to combine suicide prevention efforts with the DOD to decrease the gaps in transition from service.
5. **Facilities / Physical Utilization** - The VA is currently working to complete an internal analysis on facility conditions and asset utilization to seek input on the best way to proceed with efforts to rationalize its infrastructure requirements and make decisions on divestiture and repurpose.
6. **Benefits Eligibility** - The VA is preparing to look at eligibility requirements for VA services (as recommended in the Commission on Care report).
7. **Recruitment for Top Leadership** - Including legal, human resources, public affairs, information technology, enterprise management, and the Deputy and three Under Secretary positions. All require vetting and moving through the political appointment process.

II. ITEMS FOR DISCUSSION AND ADDITIONAL ACTION

1. **Technology Transfer and Economic Benefits of Licensing**
 - a. VA only brought in \$350,000 of revenue on a budget of 1.8 billion
2. **Medical Delivery Regulation** - Balancing the level of regulations with access to / quality of care
3. **Undersecretary Appointment** - Dr. Poonam Alaigh [NOMINATION AND CONFIRMATION].
4. **Deputy Secretary**
 - a. Tom Bowman
 - i. Currently Staff Director, Senate Committee on Veterans' Affairs
 - ii. Very close relationship with Johnny Isakson
 - iii. Sam Clovis - we feel that Tom Bowman is better for the job
5. **Telemedicine Executive Order**
6. **Healthcare Fraud, Waste & Abuse**
 - a. "The \$272 billion swindle"
 - b. "Veterans Affairs improperly spent \$6 billion annually," senior official says
 - c. "Booz Allen Awarded \$115 Million Department of Veterans Affairs Task Order to Improve the Veteran Experience"

III. FUTURE STRATEGIC PLAN ITEMS

1. Supply Chain cost reductions
2. Physician Shortage (partially resolved with Accountability legislation)
3. EHR and IT interoperability
4. Jobs and homeless programs
5. Other

From: HCOR/HVAC
Sent: Friday, March 24, 2017 10:50 AM EDT
To: IP
Subject: FW: VA - Next Steps

From: IP [mailto:IP] Privacy
Sent: Thursday, March 23, 2017 9:39 PM
To: 'Kushner, Jared C. EOP/WHO'
Cc: 'Cordish, Reed S. EOP/WHO'; 'Berkowitz, Avrahm J. EOP/WHO'; 'IP' Privacy
Subject: RE: VA - Next Steps

Thank you Jared.

From: Kushner, Jared C. EOP/WHO [mailto:jck@who.eop.gov]
Sent: Thursday, March 23, 2017 9:33 PM
To: IP
Cc: Cordish, Reed S. EOP/WHO; Berkowitz, Avrahm J. EOP/WHO; IP Privacy
Subject: Re: VA - Next Steps

This is an excellent list. I will review with reed this weekend to see which ones we can get started on.

Sent from my iPad

On Mar 22, 2017, at 3:29 PM, IP <IP> Privacy wrote:

Jared and Reed,

We have accomplished a lot in the VA's start to a productive transformation in the first 60 +/- days of the new Administration. When we look forward at items that we have previously identified, but not focused on to date, we have developed a short list of possible next set of issues to tackle. We have listed those items below for your information and feedback:

1. Development of a strategic personnel plan in line with "the VA of the future,"
2. Early Retirement program for identified VA staff to match an appropriate personnel plan,
3. Secure approval to retain proceeds from asset dispositions,
4. Evaluate the 700 physical location assets that are currently empty or underutilized,
5. Sell or redeploy those of the 700 assets based on the evaluation
6. Develop a new hire policy in line with the strategic personnel plan
7. Partner with Kaiser Permanente to subcontract all buying to them as a central purchasing arm to gain the cost advantages of their existing purchasing programs and processes,
8. Inventory all VA intellectual property assets and license-out agreements,

9. Develop a technology transfer program with economic hurdles and we will have a robust research and development program.
10. Evaluate existing contracts with third parties, their value and economics to determine advantages, disadvantages and smart changes.
11. We are focused on fraud and abuse along with over utilization going forward.
12. We will have a plan to increase medical residencies that are tied to treating Veterans
13. Changing our approach to IT systems
14. Reducing paid union time
15. Outsource claims processing
16. Outsource recruitment of positions

All our Best,

Laurie and Ike

From: HCOR/HVAC
Sent: Sunday, January 29, 2017 1:31 PM EST
To: IP
CC: HCOR/HVAC
Subject: Fwd: intro

Dear Ike,

Would you be available to have a call with Tim Cook on Tuesday, 1/31 at 3:30 PM PST, or Wed. 2/1 at 8:30 AM PST?

If neither time is open, please let me know what times may work. Tim has Apple's earnings call on Tuesday at 2:00 PM PST, so would prefer it take place afterwards.

Thank you,

HCOR/
[Redacted]

☐ HCOR/HVAC [Redacted] | Executive Assistant, Office of the CEO | ☎ 408 [Redacted] Privacy | M:
408 [Redacted] Privacy [Redacted]

From: Tim Cook <[Redacted] Privacy [Redacted]>
Date: January 28, 2017 at 7:57:11 AM EST
To: IP <[Redacted] Privacy [Redacted]>
Cc: "Kushner, Jared C. EOP/WHO" <Jared.C.Kushner@who.eop.gov>
Subject: Re: intro

Jared,

Thanks for the introduction.

Ike,

I look forward to talking with you. I'll get something set for early next week.

Best,
Tim

Sent from my iPhone 7

On Jan 27, 2017, at 4:58 PM, IP <[Redacted] Privacy [Redacted]> wrote:

Jared,

Thank you very much for the kind introduction. I really appreciate it.

Tim,

It is a pleasure to meet you. We are honored that you would join us in working to improve the treatment, care and lives of our veterans.

I would love to speak with you. Please let me know the best date, time and telephone number for you. I very much look forward to us talking.

All my Best,

Ike

From: Kushner, Jared C. EOP/WHO [mailto:Jared.C.Kushner@who.eop.gov]

Sent: Friday, January 27, 2017 4:01 PM

To: [REDACTED] IP

Subject: intro

Ike – I want to introduce you to Tim, I told him about the amazing work you are doing to help the VA and Tim thought it would make sense to speak and see if there is a way that he can be helpful.

I will leave the rest to you both.

Yours,

Jared

From: Ivanka Kushner
Sent: Sunday, March 5, 2017 3:01 PM EST
To: IP
Subject: RE: REMINDER - Conference Call with Tim Cook and Lisa Jackson (Apple) regarding VA - Today Friday, March 3rd at 1:00 PM - 2:00 PM EST

Great! Reed and Chris work together so you are all set!

From: IP [mailto:IP@ijkfamil.com] Privacy
Sent: Sunday, March 5, 2017 1:38 PM
To: Ivanka Kushner <HCO@ijkfamil.com>
Subject: RE: REMINDER - Conference Call with Tim Cook and Lisa Jackson (Apple) regarding VA - Today Friday, March 3rd at 1:00 PM - 2:00 PM EST

Ivanka,

Yes, we are working closely with Haley and Reed and making them a partner on everything. They joined us on this call and have been extremely helpful throughout.

We don't know Chris L. Can you please introduce us? We would love to talk with him and get him involved right away.

Please have a safe trip back.

All my Best,

Ike

From: Ivanka Kushner [mailto:HCO@ijkfamil.com]
Sent: Sunday, March 05, 2017 12:13 PM
To: IP
Subject: RE: REMINDER - Conference Call with Tim Cook and Lisa Jackson (Apple) regarding VA - Today Friday, March 3rd at 1:00 PM - 2:00 PM EST

That is great. are you working with Haley and Chris L from Jared's team on this? They can be helpful in implementing.

From: IP [mailto:IP@ijkfamil.com] Privacy
Sent: Saturday, March 4, 2017 8:41 PM
To: Ivanka Kushner <HCO@ijkfamil.com>
Subject: FW: REMINDER - Conference Call with Tim Cook and Lisa Jackson (Apple) regarding VA - Today Friday, March 3rd at 1:00 PM - 2:00 PM EST

Ivanka,

Yesterday our group had our second call with Tim Cook. It was another excellent discussion and we are making great progress.

Our conversation was focused on improving the technical ability of the VA, leveraging the idea of the US Digital Service to get the best talent in the technology space to partner with government for durational projects and tours of duty, and finally how can we use technology to safely and securely democratize patient data and shift the ownership of their records to the patients (history, track medications, prevent errors, assist in mental health support, mitigate opioid abuse, etc.).

Tim Cook and **HCOR/HVAC** were deeply engaged and committed to supporting these ideas, and want Apple to be involved early on to set the technical framework.

Our next steps are for the VA, US Digital, and Apple to set specifications and work on the technical level. We plan to engage with five centers to start and then with success engage five academic centers more fully.

Thank you again for introducing us to Tim Cook. I really appreciate it.

All my Best,

Ike

From: **HCOR/HVAC** [mailto:m Privacy]
Sent: Friday, March 03, 2017 11:56 AM
To: **HCOR/HVAC**; i Privacy; 'David shulkin'; 'L Perl'; 'Bruce Moskowitz'; m Privacy; i Privacy; 'Chris W. Gade'; w Privacy
n Privacy; Cordish, Reed S. EOP/WHO; Van Dyck, Haley L. EOP/OMB
Cc: **HCOR/HVAC** @va.gov; **HCOR/HVAC** @va.gov; **HCOR/HVAC**
Subject: REMINDER - Conference Call with Tim Cook and Lisa Jackson (Apple) regarding VA - Today Friday, March 3rd at 1:00 PM - 2:00 PM EST

REMINDER

Friday, March 3rd

1:00 PM – 2:00 PM EST

Participants:

Tim Cook (CEO Apple), Lisa Jackson, VP of Environment, Policy and Social Initiatives (Apple),

Secretary David Shulkin (White House), Reed Coordish Assistant to the President For Intragovernmental and Technology Initiatives, Haley Van Dyke , Co-founder of the United States Digital Service

Dr. Moskowitz, Marc Sherman, Chris Gade (Chair, Mayo Clinic), **HCOR/HVAC** (Marketing Manager, Mayo Clinic), **HCOR/HVAC** (IT Tech Specialist, Mayo Clinic) and Ike Perlmutter

Thank you,

HCOR/HVAC

(646) Privacy (Cell)

m Privacy

From: Ivanka Kushner
Sent: Friday, February 17, 2017 11:32 AM EST
To: Bruce Moskowitz; L Perl
CC: IP
Subject: RE: CVS

Very interesting. Makes sense. I will connect you with Larry.

From: Bruce Moskowitz [mailto:b [Privacy]
Sent: Friday, February 17, 2017 8:34 AM
To: L Perl <[Privacy]
Cc: Ivanka Kushner <[REDACTED]@ijkfamily.com>; IKE <[Privacy]
Subject: Re: CVS

One excellent project that CVS could work on is one that we have developed as a pilot project for an academic center which would be of benefit to Veterans discharged from any hospital. Currently upon discharge you often receive whole new set of medication and when you get home you are unsure if some of the medication conflict or are duplicates of what you have. Since CVS has the minute clinics staffed with excellent medical personnel they would be a tremendous help in making sure Veterans are taking medication appropriately and serve as a resource to answer questions regarding their prescriptions.

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 17, 2017, at 7:40 AM, L Perl <[Privacy] wrote:

I forwarded your email to Bruce Moskowitz -- please see answer below.

However, this is good info. Can you introduce us , so we can find out if they can possibly do more for the VA.

I pulled an appropriate quote of the CVS minute Clinics from their website:

-
-

"MinuteClinic® walk-in medical clinics are staffed by nurse practitioners and physician assistants* who specialize in family health care. We care for children and adults, every day with no appointment needed "

The CVS clinics are a wonderful resource for individuals who are healthy but have minor problems i.e. Sore throats, pink eye etc.

As a primary care physician who overtime has seen Veterans of all ages, due to the complexity of their health care needs, the CVS Minute Clinics would not be the proper setting to render care.

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 16, 2017, at 8:41 PM, L Perl <[redacted] Privacy [redacted]> wrote:

On Thu, Feb 16, 2017 at 8:30 PM, Ivanka Kushner <[redacted] HCOR [redacted]@ijkfamily.com> wrote:

Yesterday I spoke briefly Tom Moriarty, Chief Strategy Officer and General Counsel for CVS pharmacies.

They have 9.6 retail pharmacies and 250,000 employees. They are doing some great pilot programs involving Veterans where Veterans can access their CVS "minute clinics." They know David S but I will connect you directly if interested as I mentioned to them the great work that you are doing.

From: Ivanka Kushner
Sent: Thursday, February 23, 2017 2:13 PM EST
To: IP
CC: [Privacy]
Subject: RE: CVS

My greatest pleasure!

From: IP [mailto:[Privacy]]
Sent: Thursday, February 23, 2017 12:02 PM
To: Ivanka Kushner <[IP]@ijkfamily.com>
Cc: [Privacy]
Subject: CVS

Ivanka,

We had an excellent conversation this morning with Larry Merlo and his team.

I have to be honest, I underestimated this opportunity. There is a lot we can do with Larry and CVS, and we are excited about the potential.

Thank you again for making this introduction. I really appreciate it.

All my Best,

Ike

From: Ivanka Kushner
Sent: Tuesday, February 28, 2017 4:12 PM EST
To: IP
Subject: RE: REMINDER - Alex Gorsky - Chairman and CEO, Johnson and Johnson - CONFERENCE CALL TODAY TUESDAY, FEBRUARY 28TH AT 3:00 PM EST

That is great. thank you Ike

From: IP [mailto:IP@va.gov] Privacy
Sent: Tuesday, February 28, 2017 3:48 PM
To: Ivanka Kushner <HCOR@ijkfamily.com>
Subject: FW: REMINDER - Alex Gorsky - Chairman and CEO, Johnson and Johnson - CONFERENCE CALL TODAY TUESDAY, FEBRUARY 28TH AT 3:00 PM EST

Ivanka,

We just finished our follow-up call with Alex and his team. It was an unbelievable discussion. They are committed to working with David to fix the VA and improve the lives of our veterans and their families.

Thank you again for this introduction. I really appreciate it.

All my Best,

Ike

From: HCOR/HVAC [mailto:IP@va.gov] Privacy
Sent: Tuesday, February 28, 2017 10:49 AM
To: 'David shulkin'; 'L Perl'; 'Bruce Moskowitz'; m [mailto:IP@va.gov] Privacy; i [mailto:IP@va.gov] Privacy; 'Chris W. Gade'
Cc: HCOR/HVAC @va.gov; HCOR/HVAC @va.gov; HCOR/HVAC @va.gov
Subject: REMINDER - Alex Gorsky - Chairman and CEO, Johnson and Johnson - CONFERENCE CALL TODAY TUESDAY, FEBRUARY 28TH AT 3:00 PM EST

Conference call with Johnson and Johnson

-
Alex Gorsky, Chairman and CEO added the below people from his team to your call TODAY:

Official Titles:

HCOR/HVAC, Vice President Federal Affairs

HCOR/HVAC, Vice President Janssen Supply Chain (heads the veterans group)

HCOR/HVAC, Global TA Head, Neuroscience

1. HCOR/HVAC – works in Government Affairs
2. HCOR/HVAC – head of their Veterans Leadership Council
3. HCOR/HVAC – works on veterans issues such as depression, PTSD, Traumatic Brain injury, etc.

Participants:

Alex Gorsky, Chairman and CEO (Johnson & Johnson), HCOR/HVAC and HCOR/HVAC

Secretary David Shulkin (White House), Dr. Bruce Moskowitz, Marc Sherman, Chris Gade (Chair, Mayo Clinic) and Ike

Thank you,

HCOR/HVAC

(646) Privacy (Cell)

m Privacy

From: Gorsky, Alex [JJCUS]
Sent: Tuesday, February 28, 2017 3:59 PM EST
To: IP
Subject: RE: Thank you / Johnson & Johnson Alex Gorsky

Thank you Ike! We are ready and willing to help our Veterans! I look forward to continuing our discussion!

Alex Gorsky



Chairman and Chief Executive Officer

Tel: [Privacy]

Fax: [Privacy]

New E-mail: a [Privacy]

From: IP [mailto:i [Privacy]]
Sent: Tuesday, February 28, 2017 3:50 PM
To: Gorsky, Alex [JJCUS]
Subject: [EXTERNAL] Thank you

Alex,

Thank you again for your time and the call today. It was a fantastic discussion. Your team was brilliant.

We accomplished so much in 30 minutes. We look forward to moving forward with the initiatives we discussed.

I really enjoyed getting to know you, and if you agree, it would be great for us to stay in touch and speak once every few weeks. If you need me I am available for you anytime.

Thank you again.

All my Best,

Ike

Subject: Re: VA DATA BASE
From: Bruce Moskowitz <b [REDACTED] Privacy [REDACTED]>
Received(Date): Tue, 20 Jun 2017 19:10:36 -0400
Cc: David shulkin <Drshulkin@aol.com>, "m [REDACTED] Privacy [REDACTED]" <m [REDACTED] Privacy [REDACTED]>, IP
<j [REDACTED] Privacy [REDACTED]>
To: Poonam Alaigh <HCOR/HVAC [REDACTED] com>

Thank you

Sent from my iPad
Bruce Moskowitz M.D.

On Jun 20, 2017, at 7:07 PM, Poonam Alaigh <HCOR/HVAC [REDACTED] com> wrote:

I am working on trying to understand why and where is contract is stuck- give me a couple of days- I have a couple of folks working on this as we speak. I agree, having him on board as soon as possible will be critical.

Sent from my iPad

On Jun 20, 2017, at 12:50 PM, Bruce Moskowitz <b [REDACTED] Privacy [REDACTED]> wrote:

Terry has brilliant pathways forward. We need to get him activated. The patient identity protection is available to us from the format that Mayo Clinic did with the Watson computer. We should borrow it. I agree the Veteran community will be willing partners when they are informed how data improves health care and early disease detection.

Sent from my iPad
Bruce Moskowitz M.D.

On Jun 20, 2017, at 12:45 PM, David shulkin <Drshulkin@aol.com> wrote:

I agree we should never do anexclusive

I like terrys idea - most important is that VA need to protect patient identity and keep the veteran community informed. Congress too.

Lets run the taps and work this through Dr Alaigh and HCOR/HVAC [REDACTED]

Sent from my iPhone

On Jun 20, 2017, at 11:07 AM, Bruce Moskowitz
<b [REDACTED] Privacy [REDACTED]> wrote:

We should discuss this. From my talks with J&J, CVS, and Apple all wanted the data base. I am also aware IBM Watson and others are very interested.

Sent from my iPad
Bruce Moskowitz M.D.

Begin forwarded message:

From: Terry Fadem <[redacted] Privacy>
Date: June 20, 2017 at 11:02:52 AM EDT
To: Bruce Moskowitz <[redacted] Privacy>
Subject: VA DATA BASE

Bruce,

Patient data is, in my opinion, the most valuable assets the VA has. It can be leveraged into hundreds of millions in revenue as follows;

1. An exchange is established (outside of the VA)...but owned and controlled by the VA, and a board as it should be a joint venture company in my way of thinking at the moment
2. That sells seats on the 'data exchange' for a million to two million a year (initially limit the number of seats available to create some urgency - like 50 seats...
3. Then charge a use fee to the seat holders who want to make inquiries into the data base.

There are a couple of other permutations of how this data base can work, but the basic exchange concept is what the VA can do that no other organization in the world possesses in terms of capability, breadth and depth of data and so on...only Kaiser has a similar data base but they do not have the same scale or scope..

Anyway...I have been considering this for a while...ever since we started discussing licensing at the VA...one thing that the VA SHOULD NOT EVER DO is to allow an exclusive license to be granted for use or access to their patient data base, nor should they ever sell the data or data base to any entity as they will then lose control and end up with only pennies on the dollar in return.

I am happy to discuss this and any other potential business concepts with the VA as well as get them launched...but at this point, I have

already 'donated' enough time and energy to them and would want to move forward only under contract.

best regards,
Terry

From: Bruce Moskowitz
Sent: Friday, March 10, 2017 6:44 AM EST
To: Poonam Alaigh M.D.; drshulkin@aol.com
CC: m. [REDACTED]; IP
Subject: J&J meeting

The outcome of the below discussion is the VA needs their PR Outreach now for suicide prevention. For the meeting in Washington they want the VA databank and biobank which will be hugely profitable to them. Between this and the intellectual Capital the VA and our academic partners will supply we need to determine the ROI for the VA in advance of the meeting. They are focused on clinical trials and I suggested it has to be cooperative between the VA, the academic medical centers and J&J to make the clinical trials more robust.

- committed to make a difference; conditions that affect the brain
- o PTSD, stress and suicide -- on the verge of treatment for severe suicidal depression; rapid anti-suicidal effects
- Can identify those who may be at risk
- o PTSD -- advancing the field of novel treatments
- o Traumatic brain injury -- initiated a public/private partnership building infrastructure around databases; align the industry to better treat
- o One Mind for Brain Research -- for brain injury and PTSD -- [REDACTED] as CEO; traumatic brain injury biomarker
- o Bush Institute project -- starting clinical trials at the VA; take advantage of clinical records
- Would like to join forces to make a big difference for veterans

Sent from my iPad
Bruce Moskowitz M.D.

From: IP
Sent: Friday, March 31, 2017 7:29 AM EDT
To: Kushner, Jared C. EOP/WHO
Subject: RE: VA And Apple - sent to Jared Kushner - Haley and Reed

Just tried to call you—your cell voicemail is full....am available until 8:20 – then after 10:00 (tennis)

From: Kushner, Jared C. EOP/WHO [mailto:jck@who.eop.gov]
Sent: Friday, March 31, 2017 6:49 AM
To: IP
Cc: Cordish, Reed S. EOP/WHO; Berkowitz, Avrahm J. EOP/WHO
Subject: Re: VA And Apple

Ike - can you call my cell please? I really don't like this tone being taken with someone who is looking to help. This is a complicated problem and the management structure we are trying to tackle it with is unique.

Sent from my iPhone

On Mar 31, 2017, at 12:05 AM, IP <[b] Privacy [redacted]> wrote:

Jared,

As you know Ivanka introduced me to Tim Cook at Apple and Alex Gorsky at Johnson & Johnson. Ours Academic team and experts have worked so well with them and their teams. What Halley has done here is really outrageous. She may be very good in social media, but this an entirely different and very complicated area.

We will fix this.

All my Best,

Ike

From: IP [mailto:[b] Privacy [redacted]]
Sent: Thursday, March 30, 2017 11:56 PM
To: [Haley L VanDyck@omb.eop.gov](mailto:Haley.L.VanDyck@omb.eop.gov)
Cc: Reed.S.Cordish@who.eop.gov; [b] Privacy [redacted]; [b] Privacy [redacted]
[m] Privacy [redacted]
Subject: FW: VA And Apple

Haley,

With all due respect, I am shocked and extremely disappointed with the manner in which you have engaged in individual communications with Apple - and intentionally excluded our broader team of subject matter experts. I understand that these backdoor discussions have apparently been occurring almost daily for weeks, and you have not told anyone and refuse to return phone calls and emails.

Healthy Heroes Project

a J&J and VHA Collaboration Project

PROJECT UPDATE DECK – JUNE 15, 2017



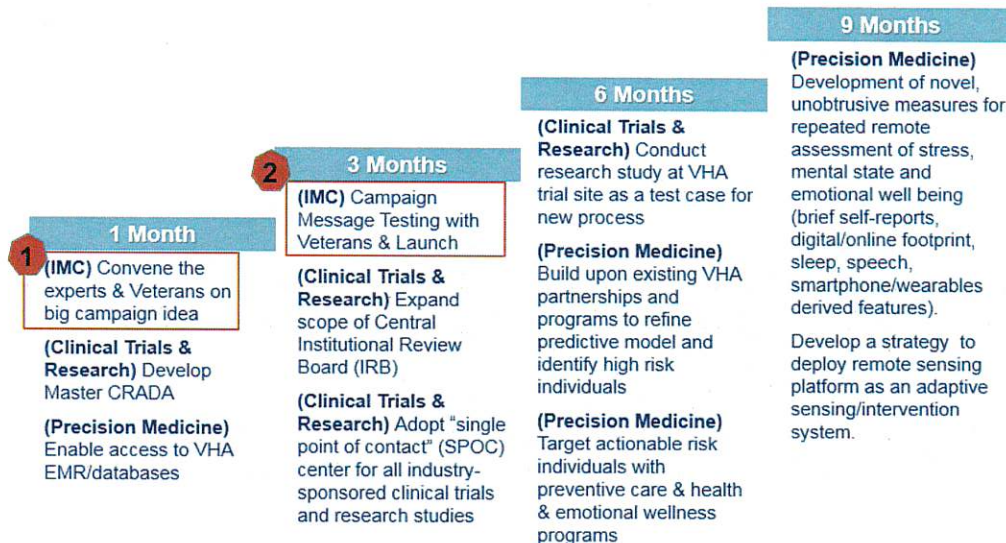
Workstream Update

16 June 2017

- 1 First draft of creative content provided to the team for feedback. Meeting held on 6/7 to consolidate the feedback for the creative to modify campaign idea
- 2 Aligned with team on a September launch for Mental Health Awareness month. Tom Hanks confirmed for campaign, working with Marvel to set up a team of celebrity ambassadors for campaign.

Meeting in mid July to finalize campaign idea, communication, and channels.

Firm up all the media channel details, social media, and partners facebook, marvel, etc. in July

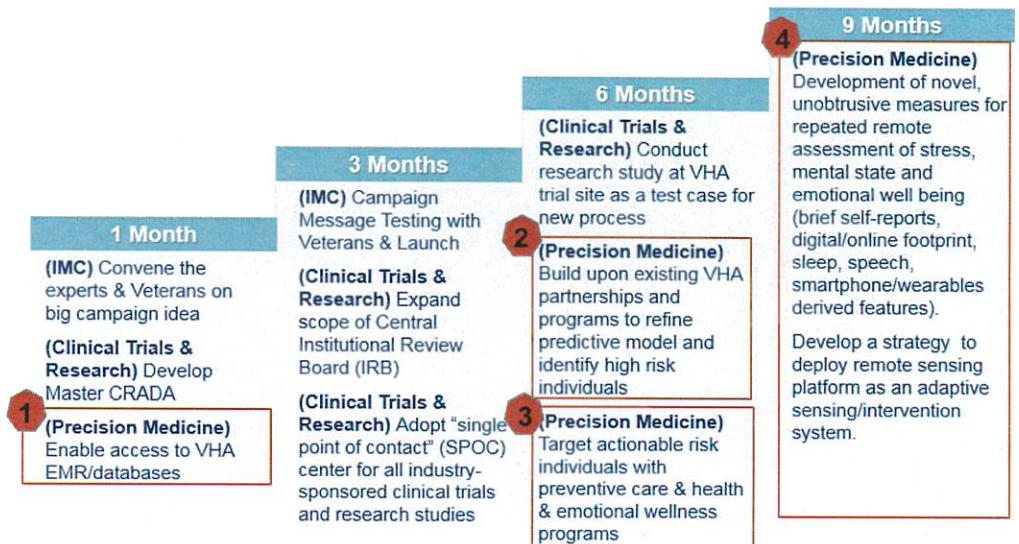




Workstream Update

16 June 2017

- 1 Statement of Work created and in legal review; team has defined scope of work for WOC individual at the VA to support this effort. In the interim J&J and VHA team leads have visited several VA sites to discuss capabilities of databases and VHA programs to be leveraged
- 2 Began conversations with Universities and organizations who have genetic and EMR data that could be leveraged.
- 3 Proposal being prepared for options to deploy the Human Performance Institute's (HPI) health and wellness programs
- 4 Proposal being prepared for options to deploy the Human Performance Institute's (HPI) health and wellness programs

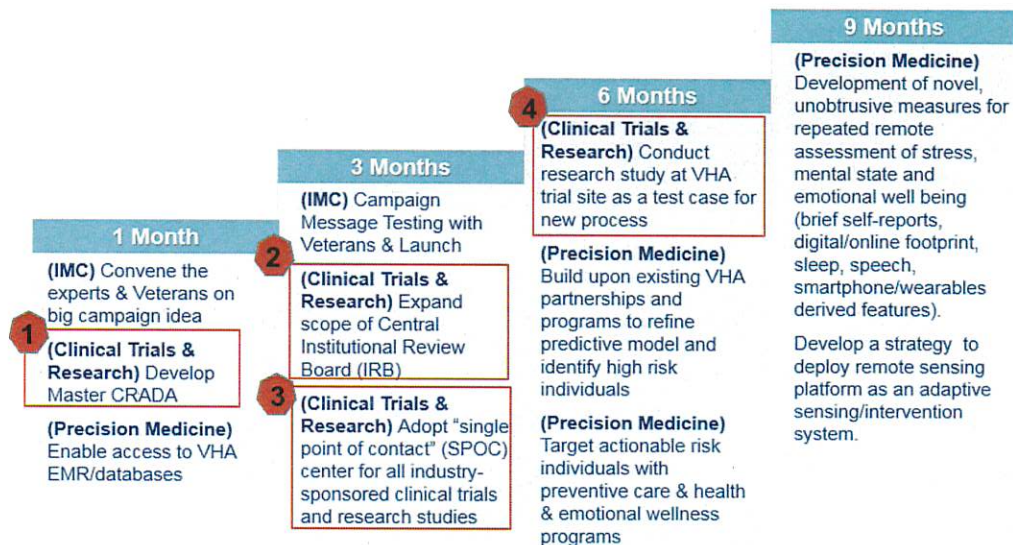




Workstream Update

16 June 2017

- 1 Leveraging oncology trial to develop a Master CRADA between J&J and the VA; both legal teams are in final conversations we anticipate having the Master CRADA in place soon.
- 2 Work has already done in this area; workshop held on 6/9 to understand the changes made and discuss how to best communicate those changes to Industry.
- 3 Workshop held on 6/9 to discuss how the National Association of Veterans' Research and Education Foundations (NAVREF) could support in this area.
- 4 Final determination on the trial to serve as the test case has not been made by the team, however there are a few options on the table



Challenges and Next Steps

- Need to accelerate pace of delivery on team milestones
- Work through legal barriers on getting access to VHA EMR databases
- Need support getting VHA resources for precision medicine team
- Next Step: Team face to face with all three workstreams planned for July 11th at the J&J DC office

From: HCOR/HVAC
Sent: Tuesday, April 18, 2017 4:24 PM EDT
To: IP
Subject: FW: For Mr. Perlmutter
Attachments: [Untitled].pdf

-----Original Message-----

From: IP [mailto:IP] Privacy
Sent: Tuesday, April 18, 2017 3:40 PM
To: jared.c.kushner@who.eop.gov
Cc: Avrahm.J.Berkowitz@who.eop.gov
Subject: FW: For Mr. Perlmutter

With attachment.

Please be aware we are on top of almost everything and have the solutions.

-----Original Message-----

From: IP [mailto:IP] Privacy
Sent: Tuesday, April 18, 2017 11:50 AM
To: HCOR/HVAC@who.eop.gov
Subject: FW: For Mr. Perlmutter

Dear President Trump:

You have no doubt seen the report in the media about the Washington, DC VA. The good news is the VA was already in the process of evaluating the issues at that hospital and are starting to get their arms around many of the problems. Also, I am pleased to report that the Secretary fired the hospital director within hours of learning about the problems, action that is unheard of in the VA environment historically. We are progressing on evaluating and understanding the vast problems and risks in the VA system and working as quickly as possible to reform them.

Best,
Ike

-----Original Message-----

From: HCOR/HVAC EOP/WHO
[mailto:HCOR/HVAC@who.eop.gov]
Sent: Monday, April 17, 2017 6:11 PM
To: HCOR/HVAC
Subject: For Mr. Perlmutter

HCOR/HVAC - please see attached for Mr. Perlmutter from the President!

Best,

HCOR/HVAC

HCOR/HVAC

Executive Assistant to the President of the United States
Office: (202) 456-7639
Cell: (202) 881-8503